



The Chesterfield County

# Riverfront Plan

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**Recommended by The Chesterfield County  
Riverfront Project Committee**

**Recommended by The Chesterfield County  
Planning Commission  
November 6, 1996**

**Adopted by The Chesterfield County  
Board of Supervisors  
January 22, 1997**

Many people and corporations contributed to this planning effort. Their comments, ideas, enthusiasm and support are much appreciated. Thank you.

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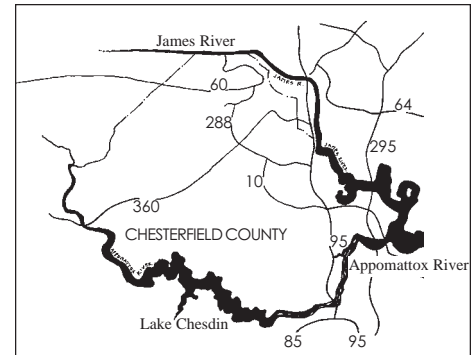
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Special Thanks to the Citizens of Chesterfield County

## Introduction

Chesterfield County, Virginia sits at the confluence of the James and Appomattox Rivers. An area of complex and sensitive environmental features and historic resources, it has the right conditions to experience tremendous growth within the next ten years. With the opening of Interstate 295, the eastern portion of the County has become more attractive to residents as a place to live, play, and do business. Tax revenue from industry, much of it located in eastern Chesterfield, helps pay for a significant portion of County residential services (Nearly 40 percent of the County's tax revenue in 1995 came from business). That development, plus increasing demand for riverfront access and preservation of the waterfront environment and beauty, sets the stage for the County's initiation of the Chesterfield County Riverfront Project.



*Location Map*

The Riverfront Project is a partnership among the public, private, and nonprofit sectors of the community. The project's intent is to articulate a vision for the County's seventy-five miles of riverfront, and to state the steps required to achieve it. The Chesterfield Riverfront Project is a collective effort: from the partial funding of the study by ten local industries, to the leadership provided by the County's elected and appointed officials, to the creation of a Riverfront Project Committee composed of industry representatives, neighborhood residents, and civic and environmental organization members.

The study area for the project includes all of Chesterfield County's riverfront.



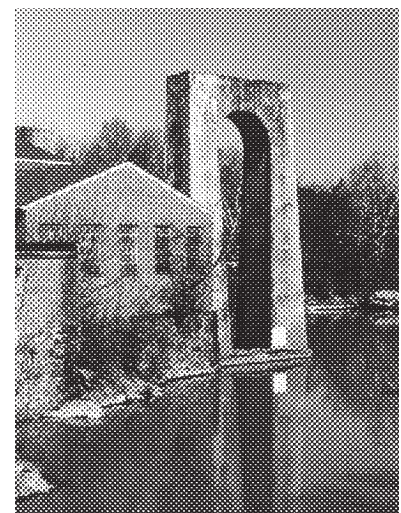
*Aerial View of Bermuda Hundred, looking east*

## A. The Purpose of the Plan

Chesterfield County is blessed with over seventy-five miles of riverfront along its border. As the County grows and changes, this plan will guide the citizens, public officials, and land owners in making decisions that will benefit all of the County's property owners and citizens.

The purpose of the Chesterfield Riverfront Plan is to protect, enhance, and balance the natural, cultural, and visual resources, economic opportunities, and overall quality of life along the Chesterfield Riverfront through the creation and implementation of a community-based voluntary and collaborative plan.

This document, the Chesterfield Riverfront Plan, summarizes more detailed Technical Reports and maps that specifically address the riverfront environment, history, recreation opportunities, infrastructure, visual and economic factors. This information is available through the County Planning Department. It also includes the Plan, articulating goals and action steps that may be undertaken by the County or by a public/private partnership.



*View of the Appomattox River, near Virginia State University*



Bermuda Hundred Marker

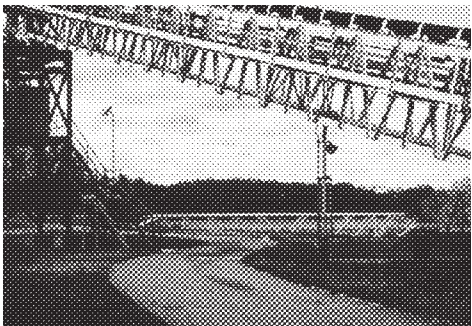
## B. Existing Conditions

Initially the James and Appomattox Rivers served as the area's front door, bringing residents, travelers, and business to the area. Buildings faced the river, with their backs turned to the interior portions of the County. Eventually the waterways, including the canal systems, were usurped by the railroad and then the interstate highway system. New development turned away from the riverfront, its rich legacy covered and forgotten. Today this is changing. The riverfront has once again become an attractive resource: for working, for playing, for viewing, for interpreting, for living, and for business. Stories waiting to be told include: the tale of Pocahontas; the fall zone and its relationship to the siting of Richmond and Petersburg; the many canal systems; the role of rail and river in the Civil War; and the growth of the free enterprise system, capitalism, and industry.

One of the project's challenges is to find a balance between needs and users - economic development, river access and recreation, resource management, and residential neighborhoods. The economic importance of the County's industrial 'heartland' must be acknowledged, supported, and protected. Additional points of public access to the rivers should be provided (currently there are only two legal places to wet one's feet east of Interstate 95 in the County), while assuring the stewardship of important environmental resources. Due to the limited number of suitable and available potential sites, it is imperative that additional points of public access be immediately considered for acquisition. The Plan For Chesterfield designates much of the eastern area for future industrial development. New residential neighborhoods and businesses will continue to add diversity to this area of the County.

Analyses of geologic, environmental, historic, recreation, visual, land use, infrastructure conditions, and opportunities for economic development have been examined. The findings are summarized in this document. Seven exhibits were prepared for the general public to review at a public workshop in October 1995. These included:

- Land Use and Zoning  
*What are existing land uses? How are the lands zoned? What is recommended in the Plan For Chesterfield? Is zoning consistent?*
- Transportation and Utilities Infrastructure  
*What makes up the existing infrastructure? Is there capacity for additional growth?*
- Economic Market Findings and Demand Potential  
*What do population projections, job expansion forecasts, and tourism patterns tell us?*
- Recreation Resources  
*Where is there demand for river access?*



Industrial Facilities

- Visual Analysis  
*Where can you see the rivers, and what can be seen from them?*
- Environmentally Sensitive Lands  
*What lands are fragile, and which lands should be protected?*
- Historic Resources  
*Are there groups of interesting sites for interpretation?*

## 1. Land Use and Zoning

A survey of existing land uses east of Interstate 95 was completed by the Chesterfield County staff. Lands were categorized in a general fashion — residential, commercial, industrial, public, and unbuilt — without an evaluation of the existing intensity of land use and development. Lands currently zoned agricultural were further evaluated, as this particular zoning category is often used as a 'holding area' in suburbanizing areas until the lands are converted to other uses in the future through the zoning process.

## 2. Transportation and Utilities Infrastructure

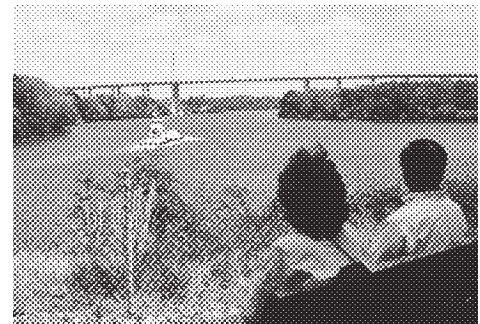
Lands located east of Interstate 95 and the James River represent some of the lands first settled in Chesterfield County.

This area is served by two major limited access facilities, Interstate 95 and Interstate 295. These roads provide access from the north and the south. State Routes 150 and 288 provide east-west access, terminating in interchanges with Interstate 95. State Routes 150 and 288 are also limited access facilities. Route 10 is the only major east-west corridor that serves the study area. Route 10 is subject to heavy traffic volumes, particularly between Interstate 95 and Interstate 295. The Virginia Department of Transportation's *Six Year Plan* includes funding towards the widening of this portion of Route 10 from the current four lanes to six lanes. There is funding for preliminary engineering costs on the section of Route 10 between Interstate 95 and Meadowville Road. Construction of two additional lanes on the section of Route 10 between Meadowville Road and Interstate 295 is anticipated to begin in 1996-97.

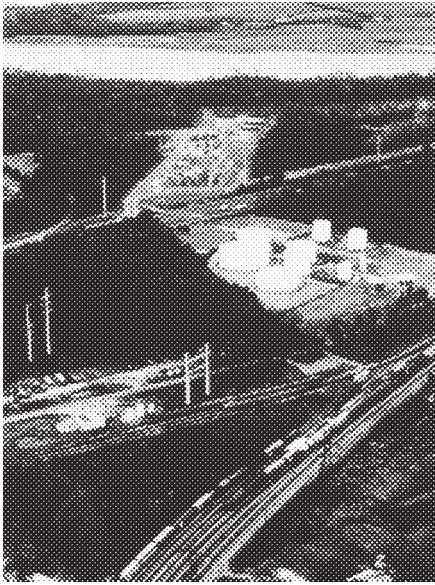
Maps outlining existing water and wastewater lines were compiled based upon information obtained from the Chesterfield County Water and Wastewater Facilities Plan, which is the master plan for water and wastewater for Chesterfield County. Projected population growth and the Plan For Chesterfield were evaluated in an effort to predict future county water and wastewater needs. Current figures sug-



*Citizen Viewing Exhibits at a Workshop*



*Enon-Varina Bridge*



Aerial View of Road System

gest that Chesterfield County's water and wastewater capacity will meet future demand well into the next century. The challenge for planned projects [with the potential for long-term related commercial uses such as restaurants and marinas] will be the cost of extending and upgrading infrastructure to these projects.

### 3. Economic Market Findings and Demand Potential

The market findings and demand potentials analysis support the Plan For Chesterfield. The demand for industrial sites can be met in the areas so identified for such use in the adopted land use plan. The success of tourism and retail based uses depends upon a collection of attractions or resources. Although recent investments from public, private and nonprofit contributors have initiated expanded tourism opportunities, currently the tourism and retail market is not mature enough to offset the cost of the required public infrastructure investment for large-scale tourist based development. Local-scaled historic preservation projects will require underwriting and adoption as special projects. The promotion of tourism can support and complement other more traditional economic development strategies, e.g., attracting and retaining manufacturers. There is an abundant supply of property with access to various transportation facilities and public utilities. This condition implies that development trends can be expected to continue generating pressure on the 19,000 acres of vacant land located east of U.S. Routes 1/301.

### 4. Recreation Resources

There are an abundance of recreational sites relatively near the James and Appomattox Rivers. However, there are few defined and safe public access points directly on the water. Over ten different plans and documents, from local guides to county and state studies, were reviewed for suggested and existing river recreation access points. While some citizens expressed a concern about public safety related to increasing riverfront access it is worth noting that existing river parks recorded few service calls to the police.

### 5. Visual Analysis



Point of Rocks Park

There are a number of physical characteristics of the land that influence the way the landscape is perceived visually. Visual analysis is the term used to identify the visual prominence of the land as seen from a river, a historic site, a road, or other place where there is a high degree of concern about the view. Two important visual relationships were considered for the riverfront project:

- The view from the river — the more times an area can be seen, the more visually prominent it

is, and therefore the more visually sensitive it will be to physical changes in land use. Drewry's Bluff is an example of an area that is visually prominent as seen from the James River.

- The view of the river — At the same time, there are a number of panoramic and other high quality views of the Appomattox and the James Rivers. Because there is a reciprocal relationship between the viewer and the landscape, any area that is visible from the river will also have a view of the river.

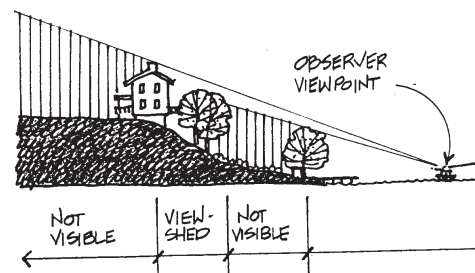
Ninety percent of our perception of the environment around us is based on visual experiences. High quality and panoramic views provide significant benefits to the public. Visual analysis of the landscape can be used to guide development patterns in a way that conserves the quality and character of the landscape. Where feasible, development can be guided to avoid visually prominent areas. In other cases, development can be designed in such a manner as to consider the view to and from the river.



*View from Drewry's Bluff*

## 6. Environmentally Sensitive Lands

The natural environment adjacent to the James and Appomattox Rivers is one of the County's greatest resources. Chesterfield County currently has ordinances that restrict development within an area referred to as the Chesapeake Bay Resource Protection Area. This includes tidal wetlands, nontidal wetlands connected by surface flow and contiguous to tidal wetlands or tributary streams [for planning purposes the County uses the 100 year floodplain for the location of the wetlands], tidal shores and a vegetated conservation area not less than 100 feet in width located adjacent to and landward of the environmental features listed above and along both sides of any tributary stream. The County also has a floodplain ordinance which limits some development [primarily residential] within the 100 year floodplain. Slopes that are greater than 15% and occur in places where the soils are highly erodible have been noted on the inventory maps. These areas are currently conserved in the County through the development review process.



*Cross Section of River View*

## 7. Historic Resources

There are a great number of opportunities for linking public access with historic sites, especially as they might be related to the canal and navigation system along the Appomattox, or early English settlements along the James. Citizens also expressed great interest in interpreting Chesterfield's history — including themes related to Native American sites; grist mills; the English settlement with Sir

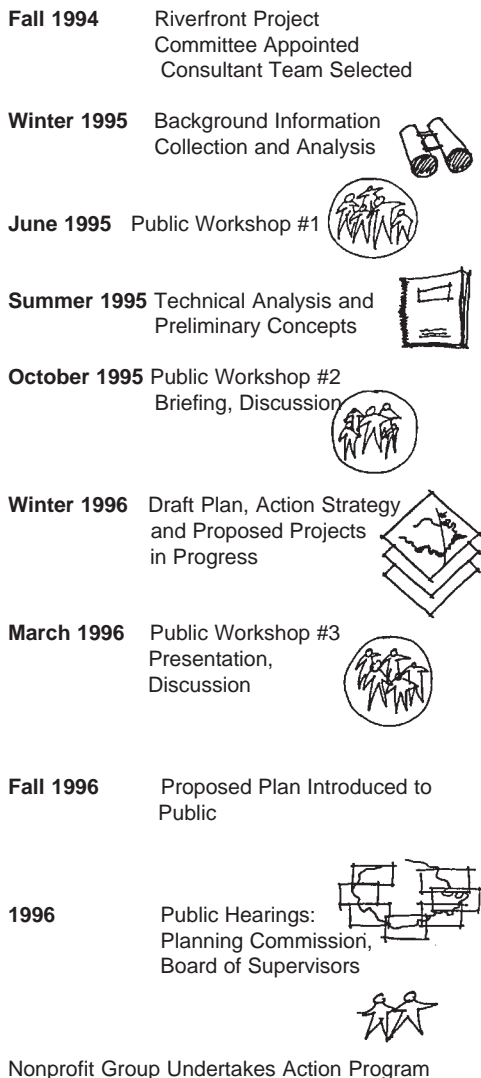


*Bluff Erosion*



*Historic Structures in the Village of Ettrick*

## The Planning Process



Thomas Dale, Henricus, Pocahontas, John Rolfe and the contribution of tobacco to Virginia's early growth; Falling Creek ironworks; Presquile/Bermuda Hundred and its evolution; and the Civil War including Drewry's Bluff and the various batteries in place throughout the County.

## C. Planning Process

The Chesterfield Riverfront Plan was developed by closely working with members of the Riverfront Project Committee (eighteen individuals representing organizations, neighborhoods, business, and industry were appointed by the Chesterfield County Board of Supervisors along with ex-officio members including a representative of the James River Task Force and County officials) and the general public. A series of public workshops were held and included businesses, neighborhood groups, and area property owners. Discussions were also held with representatives from each of these various sectors of the community and with neighboring jurisdictions.

## D. Planning Issues

A number of issues arose over the course of the planning project. Concerns regarding the riverfront's future and the positive co-existence of residential neighborhoods and industry led to the initiation of the Riverfront Project by Chesterfield County. Following the appointment of the Riverfront Project Committee, members added to the list of concerns and issues. A series of public workshops supplemented and further refined the pressing list of issues that the plan needed to address. Many of the comment sheets provided to the public at each workshop were completed and returned. These issues [listed below and addressed with Goals, p. R12], are in no particular hierarchy:

- Desire for regional coordination and cooperation.
- Approach to achieving the plan — cooperative actions vs. regulatory requirements.
- Provision of additional public access points (requires monitoring for safety and litter).
- Realistic look at financial costs of any plan proposed — both for construction and maintenance.
- Balance of public good and private gain (requires positive relationship between residential and industrial neighbors).
- Long-term management to ensure viability and longevity for habitat conservation and enhancement projects.
- Challenge of providing infrastructure.
- Desire to highlight and link historic resources.
- Preservation of scenic views of and from the rivers.

## E. Example Sites

Members of the Riverfront Project Committee and community volunteers worked together to explore planning ideas that addressed real site issues and worked to meet some of the goals of the Project. Issues related to wildlife enhancement, river trails, economic development, and boat access were a few of the ideas explored in more detail for representative 'Example Sites'. With permission from the property owners, real-life sites were matched with some of the ideas and recommendations discussed at the fall public workshop.

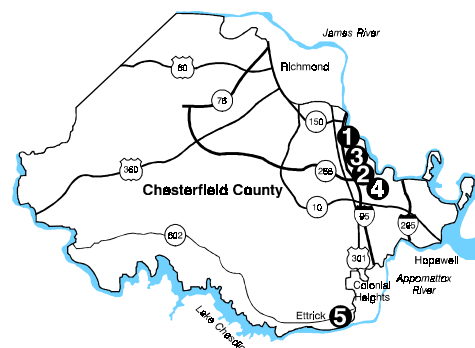
Although many ideas were tested on the different Example Sites, property owners were not obligated to implement them. The lessons learned from these specific site investigations are applicable to other sites within the County.

The present Example Sites and other recent projects have benefited from the leadership and collaborative efforts of County, state and nonprofit organizations. Looking ahead, implementing such projects involves the need for a professionally staffed organization that can serve as convener, advocate, grant-finder/administrator, and facilitator of 'public interest agreements', to move these projects along, and to replicate this voluntary approach at other appropriate locations along the river. There will also be a need for community education and outreach, to promote positive participation by all who can make a difference in the river's environment, and to communicate progress: each project accomplished needs to be seen as a piece of the whole, to sustain momentum over the several years it will take to realize the vision. The selected sites addressed distinct and different issues.

The DuPont/Shoosmith Example Site explored habitat conservation and enhancement opportunities, to be accomplished on a voluntary basis [see illustrations on page R8]. The model was well received and is expected to be extended along the riverfront. The concepts explored in the DuPont/Shoosmith Example Site provide a model that is easily adapted to other large industrial holdings, golf-courses, and residential areas on a voluntary basis. It requires little, if any, outside funding. Voluntary habitat enhancement activities will require monitoring over time to assure its proper management.

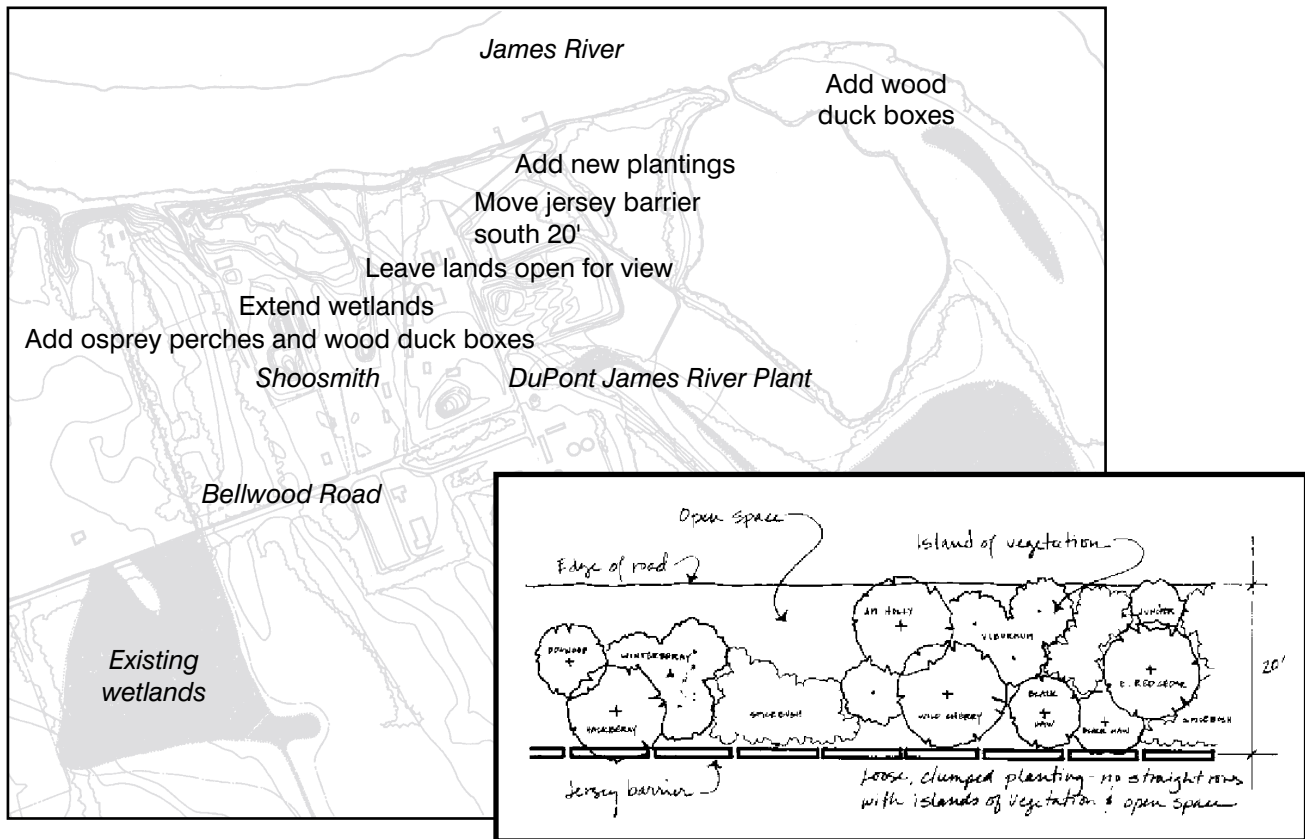


*Riverboat Trip*

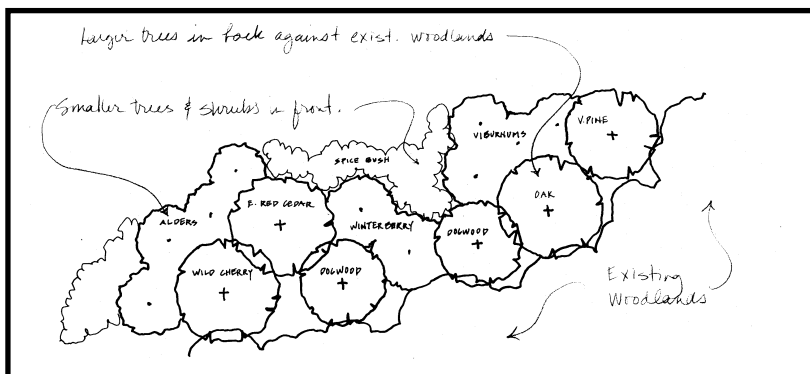


1. Falling Creek
2. DuPont
3. Shoosmith
4. Farrar's Island/Dutch Gap
5. V.S.U./Ettrick

*Example Site Locations*



*Concept Plan for DuPont/ Shoosmith Example Site*

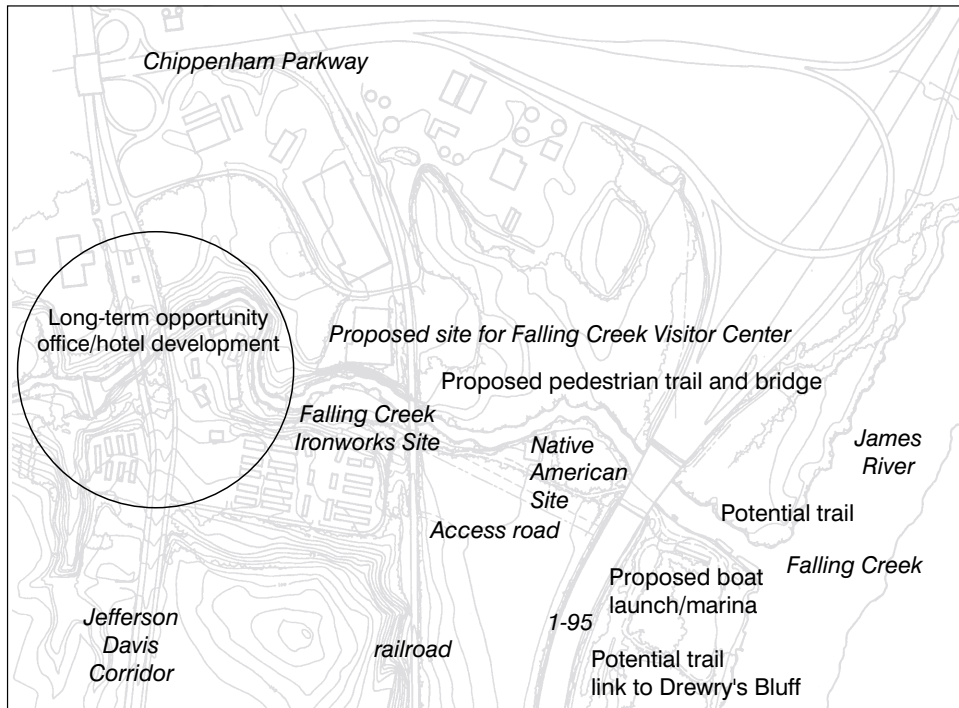


*Planting Recommendations for Habitat Enhancement Sites, making use of native materials.*

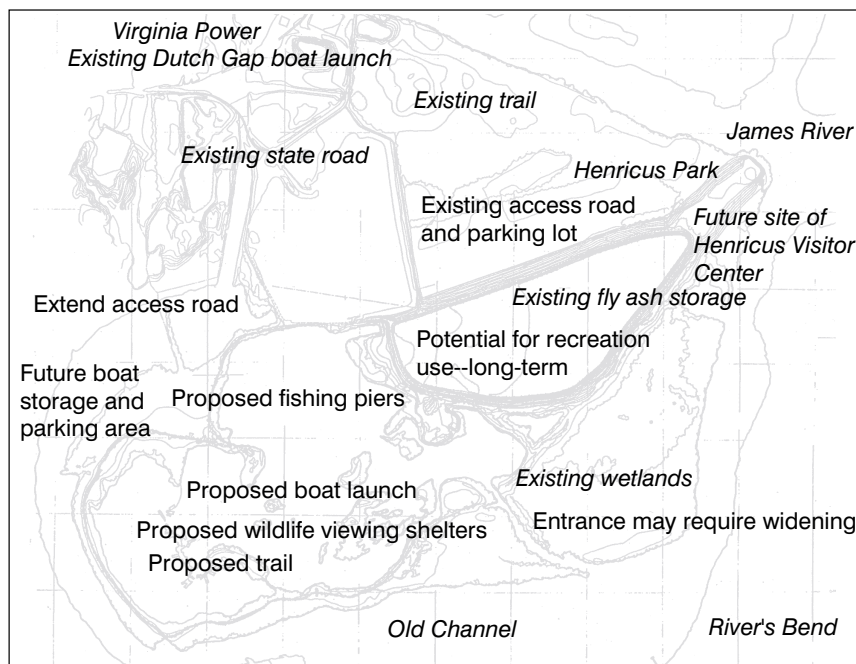
Three of the Example Sites explored issues related to providing access. These demonstration projects at Falling Creek, Farrar's Island/Dutch Gap, and V.S.U./Ettrick explore issues related to providing public access and involve multiple property owners or jurisdictions, more complex undertakings, and a need to broker deals that will meet the needs of all interests. There will also be a need to attract implementation funds from a variety of sources: foundation grants, corporate sources, and public (state, federal, and County) entities.

Both Falling Creek and Farrar's Island offer tremendous opportunities for river-related recreation. Each has strengths and constraints. Provision of a negative basin for a marina is the challenge at Falling Creek. A reliable septic system at Farrar's Island/Dutch Gap can address key site development issues.

With continued discussion and study by action team volunteers and advisors, the original concept plan recommended for Farrar's Island/Dutch Gap (shown below) has evolved into a plan promoting wildlife



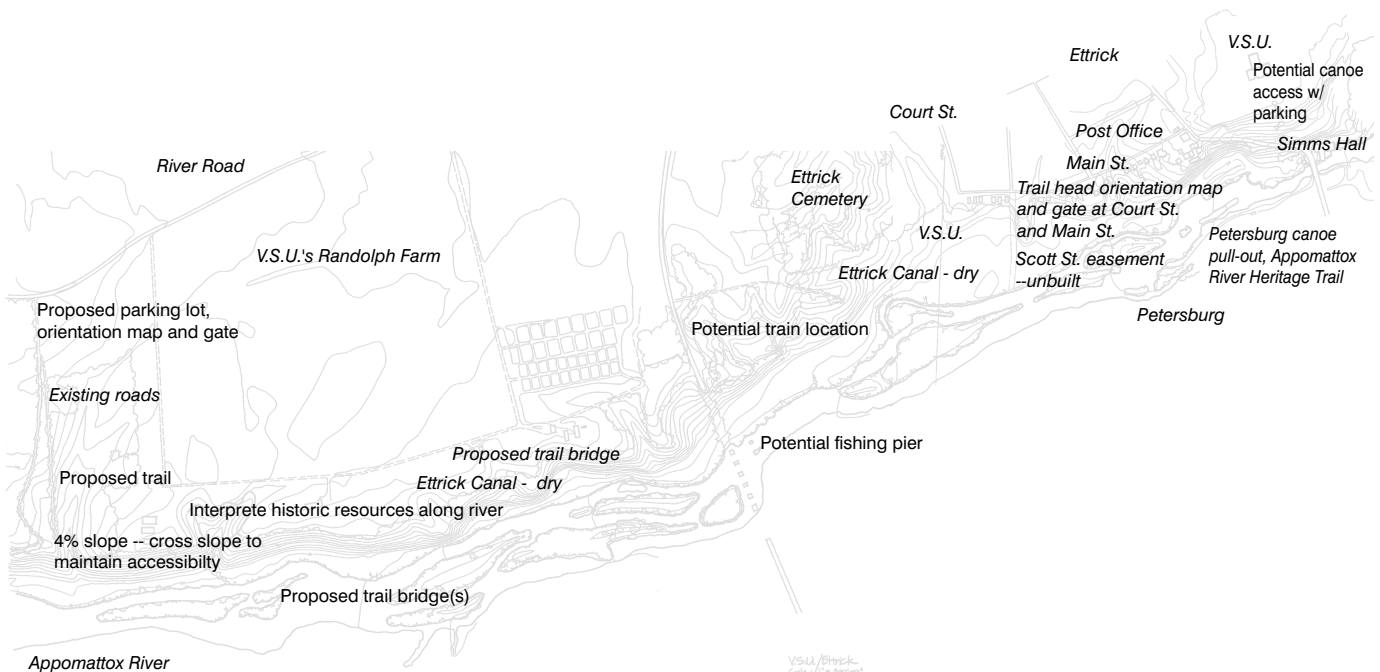
Concept Plan for Falling Creek Example Site



Concept Plan for Farrar's Island/Dutch Gap

habitat conservation, management and education - complementing adjacent Henricus Historical Park. Collaborative efforts, resulting from the riverfront planning process and involving the property owner and adjoining land owners, the County, state and federal agencies, helped the County make the decision to purchase the property.

At Virginia State University and the Village of Ettrick, a 1.8 mile riverfront trail is being planned by a team of volunteers, representing diverse community interest. Implementation of the project has already begun with grant funding for phase 1 - a sidewalk extension along Main Street.



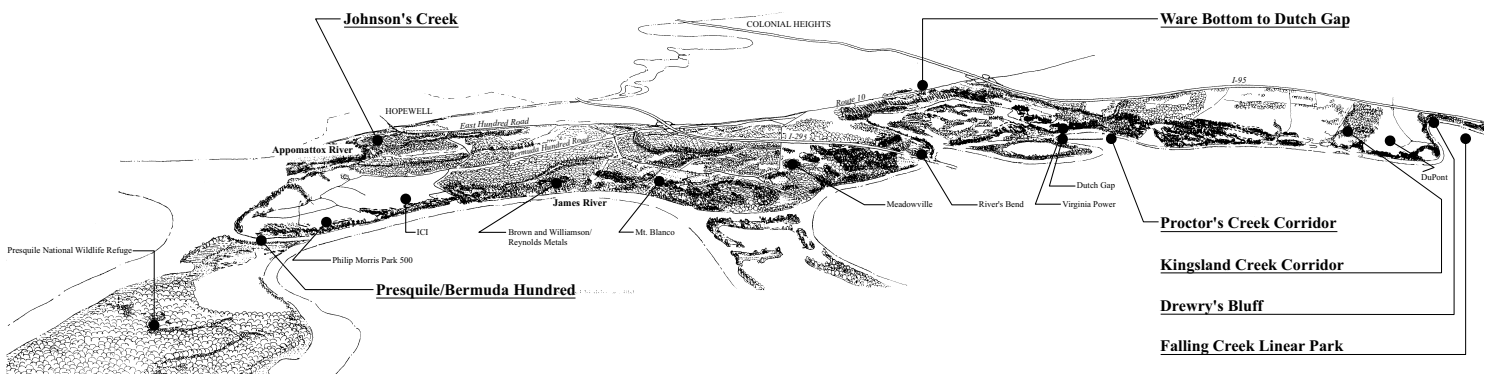
Concept Plan for V.S.U./Ettrick Example Site

# Recommendations

## A. The Plan

The plan is intended to ensure that Chesterfield County's rivers are accessible to the citizens of the County, that they continue to remain a productive place for business, that the residential neighborhoods located along them continue to thrive, and that the significant natural and cultural resources found there are acknowledged, protected, and enhanced. The Chesterfield Riverfront Plan establishes detailed recommendations for a long-term plan and a series of short-term actions to achieve the plan. The plan is not like a traditional comprehensive plan with each site and each activity identified. Rather, it is a framework with early-action projects, and longer-term strategies that if followed, can 'grow' and be replicated many places.

Many areas should be protected in their existing state. This includes the places where people live and work-preserving industrial lands, protecting residential neighborhood, as well as enhancing the natural environment. All future land uses within the river corridors should be planned with conservation activities in mind. Recreation activities should be provided where appropriate conditions are met. Public use, although desirable, is not a requirement for conservation or protection actions.



**Riparian Enhancement:** Maintaining vegetation along stream tributaries to the river serve to clean the water before it reaches the James and Appomattox. Many of these streams have been degraded over time. Efforts should be made to reestablish the vegetative cover along the streams through habitat enhancement programs.

**Shoreline Conservation:** According to the U.S. Fish and Wildlife Service: "A concentration of the bald eagle, federally listed threatened, is located on the James River in Chesterfield County. During the winter bald eagles use the shoreline in this area to rest, forage, and perch."

**Wetland Conservation:** Wetlands serve as a natural sponge to retain overland flow--providing an opportunity for water to be cleaned before it reaches the James and Appomattox Rivers. Wetlands that are contiguous with the James and Appomattox Rivers are especially important.

**Bluff Conservation:** Bluff areas (with steep slopes and highly erodible soils) are particularly vulnerable. They can be seen from many different places along the river, and they afford outstanding views towards the river. In addition the topsoil is vulnerable to the erosive forces of wind and water when vegetation is removed. Efforts should be made to conserve the vegetation on the bluffs. Views of the river can be framed by trees along the bluff's edge--allowing views of the river without impacting the view from the river.

**Viewshed Conservation:** Care should be taken to conserve the natural and rural character of the landscape as seen from the James and Appomattox Rivers, especially in those locations that can be seen from many different places. Lands visible from more than three places on the river have been identified on maps.

*Bird's eye view (looking southwest) showing riverfront concepts that can strike a sustainable balance between economic growth and environmental protection.*

Standards for regulating development along the riverfront are already in place in Chesterfield County. Areas of high scenic, or of high historical or educational significance need to be preserved through private and public means. Their protection and enhancement will require a cooperative effort on the part of the local landowners, business community, concerned citizens, and the County.

The drawing entitled “Chesterfield County Riverfront Plan Features” geographically locates some of the recommendations. It is accompanied by a table summarizing action steps, the responsible party, and a timetable for their accomplishment.

A set of goals and action steps required to achieve each goal has been established to guide the development of this plan. The action steps identify immediate projects, involving cooperative and voluntary activities, and acquisition of lands for public use. There is only one regulatory action recommendation within this Plan.

## B. Goals

- Establish local and regional cooperation amongst agencies and local jurisdictions, organizations and the local community through the **formation of a nonprofit entity to spearhead a comprehensive strategy of voluntary riverfront enhancement efforts.**
- Promote uses that **generate economic activity**, including industrial and tourism-related developments, **while maintaining the integrity of existing and planned residential neighborhoods.**
- Foster **public access to the riverfront** through a variety of public, public/private, and private recreation access points along the riverfront.
- Conserve and capitalize on the **scenic quality** of riverfront lands.
- Protect, preserve, and enhance **sensitive environmental features.**
- Recognize and protect significant **historic and cultural resources** that are unique to interpreting the County’s riverfront heritage.

### Historic Resource Clusters

1. Falling Creek, NR, SR, DCL  
Drewry's Bluff  
Bellwood, NR, SR, DCL
  2. Dutch Gap  
Henricus, NR, SR
  3. Mt. Malady, DCL  
Ware Bottom Spring Area, DCL
  4. Bermuda Hundred Archeological Sites  
Swift Creek Mill and Store, NR, SR, DCL
  5. Village of Ettrick  
Virginia State University, NR, SR, DCL
  6. Village of Matoaca  
Eppington Plantation, NR, SR, DCL
  7. Beltona Arsenal Workshops, NR, SR, DCL
  8. Village of Matoaca  
Beltona Arsenal Workshops, NR, SR, DCL
  9. Eppington Plantation, NR, SR, DCL
  10. Beltona Arsenal Workshops, NR, SR, DCL
- \*\*NR=National Register, SR=State Register,  
DCL=Designated County Landmarks

### Chesterfield County Riverfront Plan Features Map of Geographically Defined Elements

#### Existing Conservation Easement

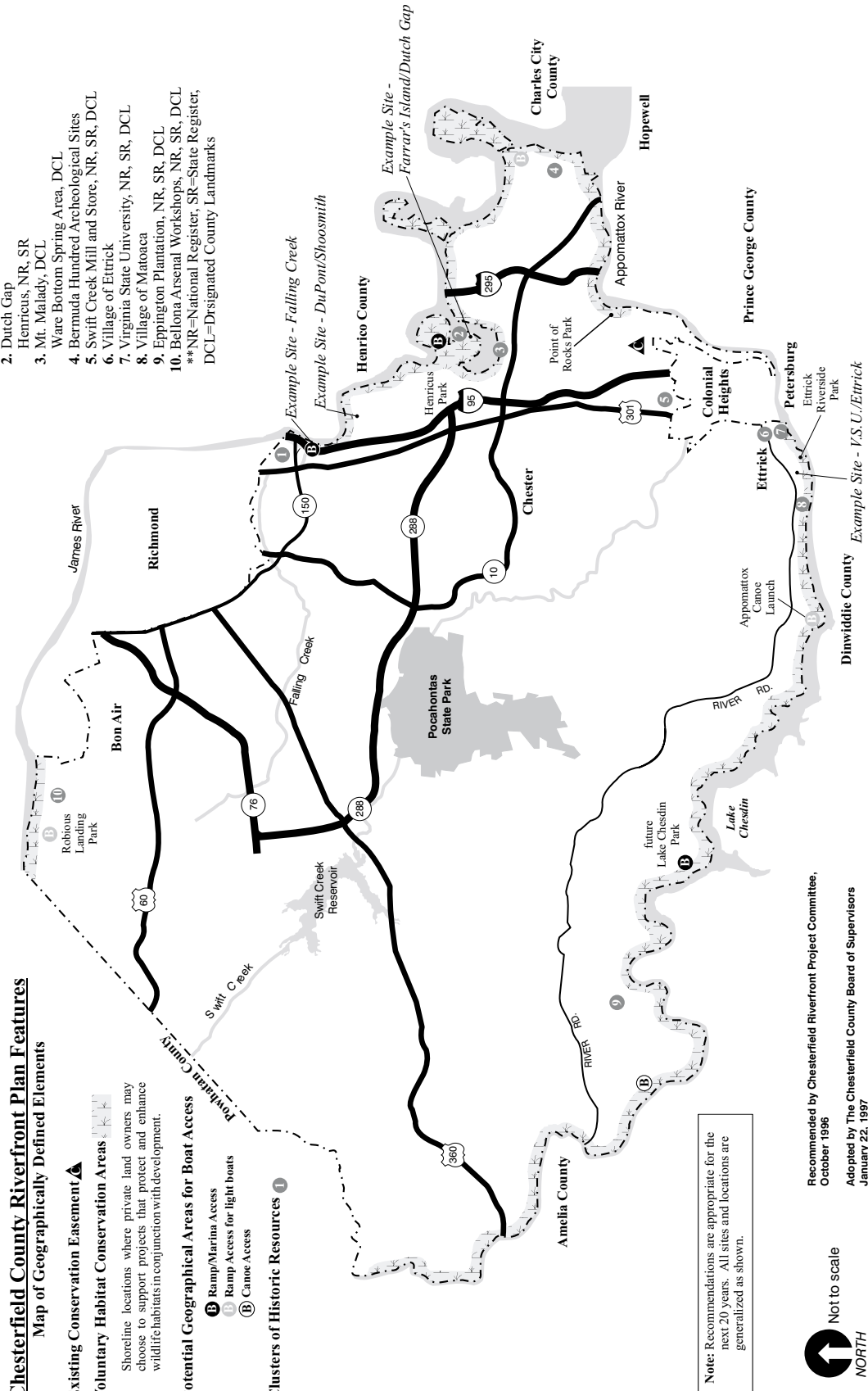
#### Voluntary Habitat Conservation Areas

Shoreline locations where private land owners may choose to support projects that protect and enhance wildlife habitats in conjunction with development.

#### Potential Geographical Areas for Boat Access

- (M) Ramp/Marina Access
- (L) Ramp Access for light boats
- (B) Canoe Access

#### Clusters of Historic Resources



Note: Recommendations are appropriate for the next 20 years. All sites and locations are generalized as shown.



Not to scale

Recommended by Chesterfield Riverfront Project Committee,  
October 1996  
Adopted by The Chesterfield County Board of Supervisors  
January 22, 1997

## Chesterfield Riverfront Plan Actions Summary Sheet

Types of Actions	Voluntary vs. Regulatory	Partners (bold indicates lead)	Timeframe (in years)
<b>Nonprofit Formation</b>			
Establish a 501(c)(3) nonprofit group, Friends of Chesterfield's Riverfront.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	1
Identify voluntary undertakings to protect and improve natural, cultural, historic, economic, and recreation resources.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	1-2
<b>Sustainable Economic Activity</b>			
Educate community on value of well considered development actions.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	ongoing
Host forums to identify incentives and bottom line impacts of incorporating sensitive design techniques, providing public access, developing scenic parkways, and habitat enhancement.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	1-2
Create and distribute promotional publications regarding the riverfront's features.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	1-2
Encourage campus-style industrial business park complexes.	Voluntary	<b>Chesterfield County</b>	ongoing
Assist property owners in the optimal development of their I-3 sites.	Voluntary	<b>Chesterfield County</b>	ongoing
<b>Public Access</b>			
Monitor riverfront sites for potential trail segments.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	ongoing
Design and manage public access sites for safety.	Voluntary	Friends of Chesterfield's Riverfront <b>Chesterfield County</b>	ongoing
Establish public access at targeted riverfront sites.	Voluntary	<b>Chesterfield County</b>	Immediate and ongoing
Undertake Farrar's Island/Dutch Gap Conservation Area Project	Voluntary	<b>Chesterfield County</b> Virginia Game and Inland Fisheries Friends of Chesterfield's Riverfront	1-5
Oversee V.S.U./Ettrick Riverfront Trail.	Voluntary	<b>Chesterfield County</b> Virginia State University Friends of Chesterfield's Riverfront	1-5

<b>Types of Actions, continued</b>	<b>Voluntary vs. Regulatory</b>	<b>Partners (bold indicates lead)</b>	<b>Timeframe (in years)</b>
<b>Public Access (Continued)</b>			
Encourage voluntary expansion of buffer concept.	Voluntary	<b>Friends of Chesterfield's Riverfront</b> Chesterfield County	ongoing
Establish minimum standards for trails for operations and maintenance.	Voluntary	<b>Chesterfield County</b>	ongoing
Establish additional boat access points.	Voluntary	<b>Chesterfield County</b> Virginia Game and Inland Fisheries U.S. Army Corps of Engineers Friends of Chesterfield's Riverfront	ongoing
Monitor bridge improvements for potential pedestrian links.	Voluntary	<b>Chesterfield County</b>	ongoing
<b>Scenic Quality</b>			
Study expansion of existing vegetation conservation standards to minimize erosion on slopes greater than 15% and on highly erodible soils.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	1-2
Educate community on value of parkway as attractive road cross-section.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	ongoing
Consider adoption of a tree preservation ordinance for bluff areas.	Regulatory	<b>Chesterfield County</b>	1-2
Explore mechanisms to establish and accept scenic easements.	Voluntary	<b>Chesterfield County</b> Friends of Chesterfield's Riverfront	5-7
Encourage the development of scenic parkway roads connecting riverfront parks, river access points, and historic resources with commercial nodes.	Voluntary	<b>Chesterfield County</b>	ongoing
<b>Sensitive Environmental Features</b>			
Encourage linkage of undevelopable lands for wildlife habitat and corridors.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	ongoing
Provide technical advice on expansion of habitat conservation.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	3-4
<b>Historic and Cultural Resources</b>			
Develop public/private partnership to promote resources.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	3-4
Recognize riverfront historic resources.	Voluntary	<b>Friends of Chesterfield's Riverfront</b>	ongoing
Recruit and involve hospitality services.	Voluntary	<b>Chesterfield County</b>	ongoing

## E. Recommended Actions

### 1. Development of a Nonprofit Entity

- *Establish local and regional cooperation amongst agencies and local jurisdictions, organizations and the local community through the **formation of a nonprofit entity to spearhead a comprehensive strategy of voluntary riverfront enhancement efforts.***

The framework plan for the riverfront of the James and Appomattox places emphasis on collaboration among property owners, county government and other local and regional institutions and organizations. The intent is to acknowledge the economic importance of the County's industrial "heartland," while protecting and enhancing environmental resources, and adding to the recreational amenities available to county residents. The plan also calls for longer-term high-quality commercial development in appropriate locations along the river.

A new nonprofit organization, called 'Friends of Chesterfield's Riverfront' should be created. The organization will work hand-in-glove with the County. It will be independent, nonpartisan and mission-focused. (For details, see appendix)

#### Action Steps

- The Riverfront Committee, working with Chesterfield County should establish a 501(c)(3) non-profit group, Friends of Chesterfield's Riverfront,** to oversee and guide the implementation of the Riverfront Plan and its goals through education and demonstration projects.

*Friends of Chesterfield's Riverfront should be governed by a board of nine to fifteen directors, to include but not be limited to representatives of the following interests:*

- *riverfront landowners from both the James and Appomattox Rivers*
- *business and industrial leaders*
- *civic association representatives*
- *conservation organizations*
- *historic organizations*
- *recreation/boating interests*
- *county officials as ex-officio members*
- *neighboring riverfront municipalities as ex-officio members*

*Friends of Chesterfield's Riverfront should be a public interest organization whose mission is to stimulate the many individual actions and public/private partnerships needed to implement the plan. Its board should have a broad representation, with no single controlling 'voice,' and with a decidedly private or civic tone. Friends should not be involved in any regulatory oversight of the plan, but should work in partnership with the County in developing any regulatory components of the plan. The nonprofit group will be expected to actively participate in the public discussion, serve as keeper of the vision, and promote the public policies and actions supportive of that vision.*

*Friends of Chesterfield's Riverfront should begin the detailed planning and discussions necessary to take a complex project like Falling Creek forward and to seek the grant and financial support necessary to initiate this and other projects supportive of the riverfront plan. The group should continue to grow the plan by fostering the replication of successful projects.*

*As the Friends organization settles into its work, it should also seek additional foundation and*

*corporate funding for special projects as well as opportunities to work collaboratively on projects of mutual interest. As the Friends organization matures and begins to deal with the complex issues involving other jurisdictions, it may well wish to expand its mission to a more regional partnership agenda when the time comes.*

- b. Friends of Chesterfield's Riverfront should continue **to identify and recommend actions that individuals and groups can voluntarily undertake to protect and improve the natural resources, cultural, historic, economic, and recreation opportunities** and overall quality of life along the riverfront.

*Friends of Chesterfield's Riverfront should continue to collect, synthesize, and update the data on natural, cultural, historic, economic, and recreation resources in order to monitor the use and status of these resources. The group should also identify ways that property owners can voluntarily direct their efforts to preserve, protect, and enhance special areas that will not be acquired by the County.*

*Friends of Chesterfield's Riverfront should encourage voluntary conservation actions within existing residential and industrial land use categories to restore and enhance the riparian buffer, large stands of native woodlands, and natural life habitats along the riverfront. The group should solicit interest in expanding the voluntary habitat conservation concept through the development of a brochure, slide show, and organized tours of existing voluntary conservation sites. Friends of Chesterfield's Riverfront should educate property owners and developers on voluntary means and techniques of siting projects in areas that fall within the highly visible zone (areas seen from more than three places) as shown on the Visual Analysis Mapping to minimize the negative effects of development on visual quality.*

## 2. Balance Economic Activity While Maintaining the Integrity of Existing Residential Neighborhoods

- Promote uses that **generate economic activity**, including industrial and tourism-related developments, **while maintaining the integrity of existing residential neighborhoods**.

The Riverfront Plan depends heavily upon the citizens and businesses of the County voluntarily complying with its goals and recommended actions. The Plan has struck a balance in shaping the future development of the riverfront in terms of land use, in terms of public access, and in terms of initiative required from the public and the private sector. During the planning process, existing land use, zoning categories, and Plan For Chesterfield were reviewed. The County's current identification of lands in the Plan For Chesterfield as industrial and as residential meshed well with the market demand projections as discussed in the Existing Conditions section. No changes to lands currently classified as I-3 or heavy industry are recommended except one existing I-3 site considered appropriate for river-oriented commercial uses. This site is located south of Falling Creek, east of Interstate 95 and adjacent to the James River.] One of the outgrowths of the Example Sites study is the identification of ways that the value gained by lands with proximity to the river [through views, river access, open space] can be extended to landlocked parcels.

Specific infrastructure recommendations address two areas:

- The capacity of roads and utilities that should be extended to the riverfront are sized to allow 'piggyback' development; and
- The roads that link historic sites, recreation points and industrial and commercial areas with the riverfront should be developed as parkways [for example, roads with raised and landscaped medians; views — not necessarily continuous — of the river, landscaped with new

plant materials; or retention of native woodlands on each side, and with a pedestrian path along one or both sides.]

One of the market study findings was that commercial riverfront activities such as marinas and restaurants would be unlikely to be able to fully finance the necessary extension of sewer lines, water lines, and roads to the riverfront on their business volume alone. Development of infrastructure could occur incrementally. An alternative is to extend these services for other riverfront uses such as parks, with the line capacity to serve the potential development demands of a restaurant or marina.

Federal and state grants and corporate donations have been secured to build infrastructure to Robious Landing, Henricus, and other riverside recreation sites. Similar opportunities should be explored as they are presented.

#### Action Steps — Friends of Chesterfield's Riverfront

- a. Friends of Chesterfield's Riverfront should **recognize and educate the community on the value and benefit to the riverfront of well considered development actions in industrial zoned and planned lands**. Friends of Chesterfield's Riverfront should promote appropriate riverfront industrial and commercial development.

*Friends of Chesterfield's Riverfront should establish a data base of transitional riverfront sites [active quarries, timber lands, agriculturally zoned parcels] for monitoring purposes, with particular attention paid to sites already served by infrastructure for potential marina or restaurant development. One outcome of the monitoring process will be the determination as to whether or not a site can be reclaimed and restored for commercial use, public access points, or conservation action.*

- b. Friends of Chesterfield's Riverfront, with the development community, should **host forums to identify possible incentives and the bottom line impacts of incorporating sensitive design techniques, providing public access, developing scenic parkways, for enhancing habitat sites, and other plan recommendations** in new riverfront development.
- c. Friends of Chesterfield's Riverfront should **create publications orienting residents, businesses, and visitors to the riverfront's cultural, recreational, natural, and historic resources** (from fishing and canoeing guides, to tales of Pocahontas, to natural history and bird guides) and **promoting the Riverfront Plan and its agenda**.

#### Action Steps — Chesterfield County

- a. Chesterfield County should continue to **encourage campus-style industrial business park complexes**.
- b. The County should **assist property owners in the optimal development of their I-3 sites**.

*For example, Chesterfield County should consider means to facilitate parcel consolidation along commercial corridors and around new or improved intersections and interchanges, continue to streamline the development approval process for riverfront-related land development, continue to encourage the sub-parcelization of partially developed I-3 zoned sites - allowing vacant parcels to remain available for uses in need of large tracts of undeveloped land, and market to industries that will enhance the overall riverfront, with respect to its environmental features and residential communities.*

### 3. Access

- Foster **public access to the riverfront** through a variety of public, public/private, and private recreation access points along the riverfront.

The lack of public river access was one of the reasons this plan was undertaken. Initially, a continuous public trail was considered along the County's riverfront. Quickly, it became clear that approach was not feasible. Instead, the plan recommends a system of targeted points of access, in some places providing facilities for boats, others for fishing, and others for pedestrians. Of course in many areas, all may be provided at the same facility. A list of potential recreation sites is contained in the *Riverfront Technical Report*, pp. 22-23.

#### Action Steps — Friends of Chesterfield's Riverfront

- Friends of Chesterfield's Riverfront should **monitor the status of railroad corridors, watching for railroad abandonment for potential trail segments and opportunities for establishing trails** within utility corridors and should **pay proper attention to the development of infrastructure** required to support planned projects for the riverfront, asking how river access might be incorporated.

*If roads are extended towards the river, are bicycle accommodations possible and reasonable, if bridges are planned, can trail connections be included, if sewer or water lines are extended for park projects, is their capacity great enough for later commercial development for uses such as restaurants? [Charlottesville's Free Bridge expansion with the connection to the Rivanna Greenway Trail.]*

- Friends of Chesterfield's Riverfront and Chesterfield County should **work closely with neighbors, County police staff, and property owners to design and manage public access sites responsibly** to ensure an acceptable level of safety at recreation sites.

#### Action Steps — Chesterfield County

- Chesterfield County **should immediately establish river access at targeted places, linking trails and existing and proposed public facilities along the riverfront to interior locations.**

*Chesterfield County should immediately use County, State, and Federal funds and donations for land acquisition of additional public access points to the riverfront and should encourage property owners to voluntarily set aside conservation easements for trail and river access. These easements should be incorporated into the County's trail system for maintenance and liability purposes. Chesterfield County should also encourage the combination of offerings in recreation access — including fishing, picnicking, and relaxing with walking and riding paths that have information about wildlife and historic sites.*

- Chesterfield County, in partnership with the Virginia Department of Game and Inland Fisheries and the Friends of Chesterfield's Riverfront, **should embark on the acquisition and development of the Farrar's Island/Dutch Gap Conservation Area project**, complementing adjacent Henricus Historical Park.

*This unique 860-acre site has strong potential to offer a scenic and accessible location for: protecting and managing a variety of wildlife habitats, establishing a related environmental education center, and improving facilities for other water-oriented uses like fishing and boating. By undertaking this complex, longterm project, the County will demonstrate its commitment to the goals other private property owners are encouraged to carry out.*

- Chesterfield County, with the participation of Virginia State University and the Friends of Chesterfield's Riverfront, **should oversee the implementation of the V.S.U./Ettrick riverfront trail**

and coordinate and encourage the development of new and the linking of existing trails along and to the Appomattox riverfront.

*The trail under development at Virginia State and Ettrick may be extended along the Appomattox connecting to the City of Petersburg's trail at Campbell's Bridge and eventually the City's proposed trail extension across the river from Randolph Farm. The potential (long-term and with willing property owners — either through purchase, donation, or formal agreement) exists to extend the trail to the Braswell Dam, perhaps moving from side to side of the river.*

- d. Chesterfield County **should encourage the voluntary expansion of the buffer concept, as currently required in the existing zoning code.** A buffer may become a transition between different land uses that enhances 'good neighbor' relations; a location for recreation related activities such as trails; an environmental conservation and habitat enhancement area; it may be suitable as a site for historic interpretation; and it may provide a link to the river.

*The issue of neighbors, and how different kinds of uses can better coexist lead to the development of several of the recommended actions. Expanding the concept of what an already required buffer might be provides an opportunity to enhance a seam between two different land uses. This currently required area may become more than a green screen without demanding any additional land. Wildlife habitat enhancement actions similar to those currently being implemented by Virginia Power in their utility corridors, or the provision of trails similar to what other localities require in their stream valleys are two enhancements easily integrated into the existing buffer area. With agreement from the property owner, and in a voluntary process, wider buffers may also provide places for playgrounds or picnic areas.*

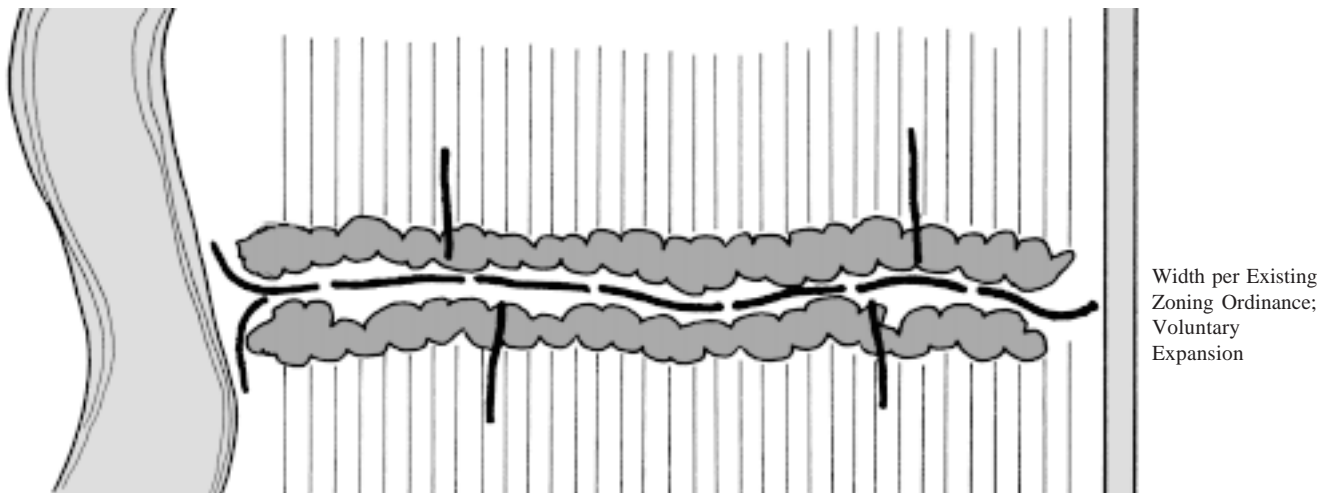
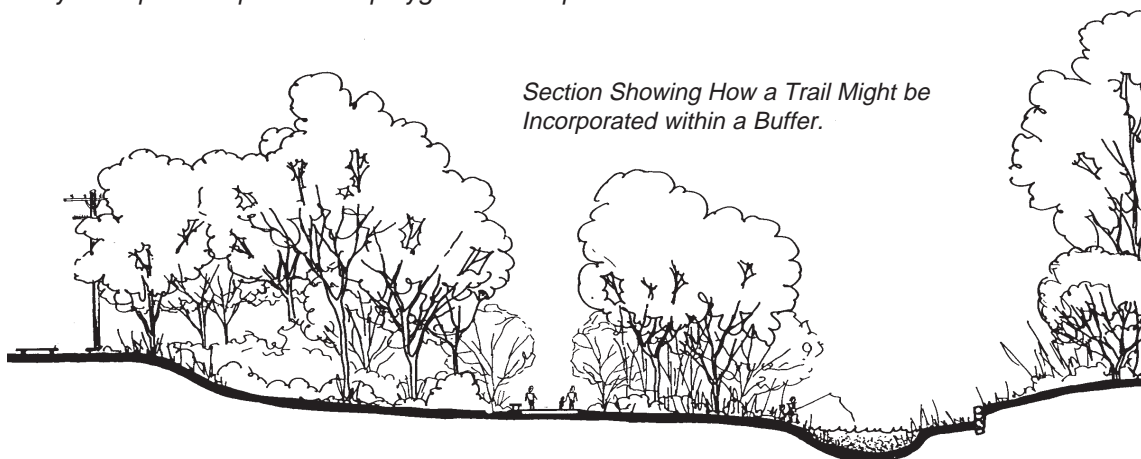


Diagram Showing a Buffer, incorporating a trail with links to adjacent neighborhoods.

- e. Chesterfield County **should establish minimum standards for recreation sites and trails** if maintenance and operation is to be a County responsibility.

*Minimum trail standards to consider include:*

- *trail segments should start and end at an accessible point, with parking provided at trailheads;*
- *trail segments should traverse a variety of landscapes, [minimum of two if possible — such as upland and floodplain] for interest and education;*
- *trail segments should generally avoid extensive wetlands except where boardwalks and bridges can provide feasible options like at Henricus and Point of Rocks Parks [to minimize costs and environmental impact];*
- *short loops under two miles — where one can start and end at same point [estimate 1.5 miles per hour] should be the highest priority;*
- *trail segments that connect and extend existing trail segments should be high priority; and*
- *slope conditions to allow meeting ADA standards.*



*Canoeing on the Appomattox River*



*Boat Landing at Dutch Gap*

- f. Chesterfield County **should work with the Virginia Department of Game and Inland Fisheries to establish additional boat ramps for canoes, boats and fishing access points**, as geographically identified in the riverfront planning process, to be implemented by public or public/private initiative.
- g. Chesterfield County **should consider the provision of pedestrian and bicycle accommodations in the development or rebuilding of any bridge structures that will connect to sidewalk, path, or trail segments.**

## 4. Scenic Quality

- *Conserve and capitalize on the **scenic quality** of riverfront lands.*

The plan recommends that the County consider establishing a tree preservation ordinance for bluff areas. This recommendation is the only regulatory recommendation contained in this plan.



River view gained through total tree removal



River view gained with skillful tree removal

*Example of How Views of the River may be Preserved with Minimal Tree Disturbance*

### Action Steps — Friends of Chesterfield's Riverfront

- Friends of Chesterfield's Riverfront **should study the expansion of existing vegetation conservation standards to minimize erosion on slopes** greater than 15% and on highly erodible soils.
- After studying appropriate incentives, Friends of Chesterfield's Riverfront **should educate and call attention to the value of an attractive road/parkway cross-section** that incorporates features of the site, includes landscaping and retention of native woodlands in the median and along the parkway's edges, and includes pedestrian accommodations, a trail or sidewalk.

### Action Steps — Chesterfield County

- Chesterfield County **should consider adopting a tree preservation ordinance for bluff areas.**
- Chesterfield County, with the Friends of Chesterfield's Riverfront, **should explore the available mechanisms required to establish and accept scenic easements** and identify what entity is most appropriate to 'hold' scenic easements. This tool enables landowners to protect the scenic values of their land for long-term public benefit in return for tax or other incentives.
- Chesterfield County **should encourage the development of scenic parkway roads connecting riverfront parks, river access points, and historic resources with commercial nodes not located on the riverfront.**

## 5. Sensitive Environmental Features

- *Protect, preserve, and enhance **sensitive environmental features**.*

Chesterfield County is fortunate in having seventy-five miles of its perimeter bounded by water. This also presents a large responsibility. The importance of the riverfront for habitat, for filtering sediment and pollutants, for recreation, and for scenic beauty is well known.

### Action Steps — Friends of Chesterfield's Riverfront

- a. Friends of Chesterfield's Riverfront **should encourage the linkage of undevelopable lands** [such as utility corridors, Chesapeake Bay Resource Protection Areas, wetlands, etc.] as wildlife corridors.

*Friends of Chesterfield's Riverfront should educate the community and riverfront property owners on the value of designing and installing landscape planting to provide wildlife habitat, erosion mitigation, and water quality enhancement.*

- b. Friends of Chesterfield County **should provide technical advice** for the expansion of habitat conservation sites.

## 6. Historic and Cultural Resources

- *Recognize and protect significant **historic and cultural resources** that are unique to interpreting the County's riverfront heritage.*

This plan recommends ways that the County may protect and enhance its natural and cultural resources while guiding change to its riverfront. Cultural resources, in concert with their natural settings, may be interpreted for the visiting public and serve as visitor attractants.

### Action Steps — Friends of Chesterfield's Riverfront

- a. Friends of Chesterfield's Riverfront **should consider developing a public/private partnership to promote the history of the area as it relates to the development of the riverfront and to market and manage local-scaled historic preservation projects through underwriting or adoption as special projects.** Special projects can provide interpretive facilities and visitor information centers to increase people's interest in the history, geology, culture, archaeology, natural wildlife, and plant materials. Themes could include:

- The Story of Tobacco Cultivation
- The First Ironworks [at Falling Creek near the James River]
- The Location of the First Railroad [near the Upper James River at Midlothian]
- The First Coal Mine [near the Upper James River at Midlothian]
- The First American Hospital
- The Birthplace of Capitalism
- The Civil War
- Presqu Coast with the Randolph Plantation and the National Wildlife Refuge
- The natural resources of the riverfront - Bald Eagles, wetlands, fall zone
- The river recreation resources - whitewater and flatwater boating, birding, fishing



*Bike Riders on the Canal Towpath at Appomattox River Park. A similar canal system is found along the Chesterfield side of the Appomattox River.*



*Ferry Landing at Presquile National Wildlife Refuge - site of natural and cultural resources*

*Friends of Chesterfield's Riverfront should also monitor opportunities for future County special purpose parks related to historic interpretations such as potential for Bermuda Hundred and John Rolfe Story and should consider establishing partnerships with entities operating visitor attractions regardless of whether they are consistent with an interpretive plan.*

*One approach is to model a tourism development strategy on the recently developed heritage area concept. While just four areas are so designated by the National Parks Service, several states have begun parallel initiatives and are scouring their history to find worthy stories which can be told using indigenous resources. In addition, grassroots efforts throughout the country are resulting in locally defined (self-appointed) heritage areas operating without any formal state or national affiliation or designation. Both state and local initiatives usually include tourism and economic development in their rationales for establishing a heritage area program. A new trade association established in 1993, the National Coalition for Heritage Areas (NCHA), now provides technical advice and support to members, including updates on progress of federal legislation under consideration by Congress.*

*At present, the traveling public does not have a clear sense of what to expect from a "heritage area." In part, this confusion stems from the fact that heritage areas are a relatively new product in the tourism world. Increasing tourism to the county will require a three-pronged effort:*

- Increasing the attractions base;*
- Supplementing the existing hospitality industry;*
- Marketing and promoting the offerings to potential visitors.*

*Heritage tourism's promise for Chesterfield County lies in its abilities to incorporate other land use planning and environmental stewardship goals, along with cultural preservation, historic conservation and education objectives.*

- b. Friends of Chesterfield's Riverfront **should recognize riverfront historic resources**. The Friends group should educate property owners on the benefits of listing sites as County historic landmarks and nominating them to State and Federal registers.

*Successful attractions can deliver an existing pool of visitors to the heritage area experience and should therefore be courted and included in planning activities. For example, several heritage areas have formed alliances with area amusement parks, even including them in "passport" style joint admissions programs.*

**Action Steps — Chesterfield County**

- a. Chesterfield County **should recruit and involve the hospitality industry** - the people who provide the services travelers require away from home, particularly places to sleep, eat and shop.

*Most sponsoring organizations recognize that tourism and economic development goals also represent legitimate reasons to establish a heritage area and objectives like those contained in the bullet points below are commonly found in incorporation documents:*

- *Attract new and repeat visitors;*
- *Create additional jobs and opportunities for area residents;*
- *Expand the tax base and other sources of income for area communities.*

*However, tourism development concerns can also impact a set of criteria which can be used to evaluate and choose between alternative investments, whether to supplement the existing “hardware” (with new attractions, exhibits, signage, etc.) or to fund additional “software” (marketing materials, new staff positions, operations policies, etc.). Examples of tourism development criteria include evaluating whether the proposed investment:*

- *Tells a new part of the story which will appeal to a different market segment than those already visiting;*
- *Distributes the visitor experience geographically to motivate further exploration of the region (and therefore longer lengths of stay and increased spending) and provide economic benefits to additional jurisdictions;*
- *Decreases the seasonality of the regional tourism economy.*

## Appendix

### **Friends of Chesterfield's Riverfront: the Proposed Implementing Organization**

A new nonprofit organization — Friends of Chesterfield's Riverfront — will oversee the implementation of this Plan. The team looked at several options for this necessary implementation vehicle, including existing non-profit organizations such as the James River Association and the Richmond Riverfront Development Corporation; the James River Task Force; and having County government serve as lead. While each had some strengths, none were felt to be appropriate.

It is very important to not lose momentum, for the plan's approach has begun to engender positive community support and offers of assistance or queries from landowners interested in becoming involved. The new nonprofit organizations may also serve as a sounding board for the County. Proposals and ideas may be discussed, and, with the support of the new nonprofit organizations, may lead to shortened times in the regulatory cycle.

There is interest on the part of other counties for what Chesterfield is doing. Since the James and Appomattox Rivers each have two shores and one of them is not in Chesterfield County, it is strongly recommended that the nonprofit's purposes be broad enough that at a future time it might be transformed into a regional instrument for partnerships. At the start, however, the focus for the Friends organization should be on getting results in Chesterfield County.

A preliminary draft set of articles of incorporation and bylaws for Friends has been prepared. It is fairly easy to form a nonprofit organization in Virginia with only three initial incorporators. A full board slate can be developed soon afterwards.

### **Start-Up Funding for Friends**

The annual estimated operating costs of this new nonprofit is anticipated to be in the \$80,000 -100,000 range. This amount will cover one staff person's salary and benefits, rental of office space and basic expenses such as phone and utility services and office supplies. It will not cover project grants or poster and publications development. The overall costs could be lowered if the organization were to attract a loaned executive from a local corporation or office space was provided at subsidized or no cost. If additional monies were raised through donations or grant awards, seed money could be distributed for specific projects. These efforts could range in cost from small \$1,000 development grants to \$10,000-15,000 special project grants.

The new nonprofit organization should seek a 2-3 year funding commitment from the private sector, the County, and from grants. Key corporate funders, especially those who have generously supported the development of the Riverfront Plan, should be approached for a multi-year donation. The rationale for approaching them is corporate self-interest as well as civic mindedness. The Riverfront Plan represents consensus on the importance of industrial operations to the County's future, while at the same time reaffirming the need of neighboring residential areas to enjoy a high quality environment. Implementation of this consensus plan, which assures appropriate buffering, protection of wildlife habitat, improved public access to the river, and other broadly supported public goals, will assure that industrial investment is protected, and that the County's riverfront land owners live in greater harmony with their neighbors.

For these same reasons, the County should commit at least 50% of the first year's total budget, with a similar commitment in each of the next 3-5 years. This is a plan that will be accomplished largely through voluntary collaborative actions. Having fostered the collaboration that enabled the plan in the first place, the County is justified in providing a share of the financial support for its implementation during the first years of the nonprofit's existence. Furthermore, the nonprofit will be performing a vital public service in promoting public support for improved recreational facilities, and a quality image for the County.

Grants are available for various projects. Many foundations and granting agencies prefer to fund the endeavors of nonprofit organizations. Chesterfield County has been given a list of potential foundation and grant sources culled from the Environmental Grantmaking Foundations 1995 Directory. [This directory is published annually and is available from the Environmental Data Research Institute, at 716-473-3090. The 1996 edition profiles 703 grantmakers.]

With core operating support from the County and key corporate partners, it is recommended that the nonprofit also reach out to the entire community through a membership program. Individuals will be asked to sign up and support the activities of the 'Friends.' Membership activities could include special river tours, volunteer opportunities for cleanups, wildlife counts, special hikes or nature treks prearranged with corporate landowners etc. All such activities would take staff time, so the 'work load' would have to be acknowledged before launching a membership program. However, the benefits can significantly outweigh the costs, particularly in terms of increasing the public exposure to and 'ownership' of the riverfront. This will be an important component in building public support for an eventual bond referendum, for increasing stewardship of the riverfront, and for continuing to introduce the citizens of the County to one of the County's greatest resources.

### Staffing Friends

With initial funding commitments, the next step is to recruit a capable professional staff member. Little in the way of the more complex projects (multiple landowners, multiple proposed uses, etc.) can move ahead absent the presence of a skilled person in this critical position. A draft position description for the director is included below..

### Establishing and Pursuing Early Action Priorities

The priorities for the first year will be:

- a. to advance the overall plan; and
- b. to focus on projects similar to those articulated in the Example Sites, achieving visible results, and demonstrating the value of cooperation and this partnership approach.

To **promote the plan**, it is recommended that Friends **publish and distribute a well-designed public summary** of the plan and the agenda for implementing it. A double-sided poster might be an excellent vehicle for this, serving as a plan summary, an announcement of the birth of Friends, and a membership recruitment piece as well. If it is visually attractive enough, such a poster might become widely visible throughout the County <sup>3</sup>/<sub>4</sub> in schools, libraries, community centers, businesses, churches and homes <sup>3</sup>/<sub>4</sub> lessening the chance that the plan ever gathers dust on the shelf.

One of the most important roles Friends will play is '**growing**' the plan by **fostering replication of successful projects** in other appropriate locations. For instance, if a developer proposes an exemplary environmentally sound subdivision plan that also makes better business sense than a less sensitive approach, Friends might persuade the developer to share this approach with other regional developers and builders and convene a forum to do this.

Another top priority is to **begin the detailed planning and discussions necessary to take a complex project like Falling Creek forward**. Such efforts should always involve the key stakeholders to the greatest degree possible. And, the final 'top priority' is to seek the grant and financial support necessary to implement this and other projects supportive of the riverfront plan.

As the Friends organization settles into its work, it should also **seek additional foundation and corporate funding for special projects**. These may range from interpretive and directional signs to improve access to the river, to installation of small trail projects or canoe launches, to the development of marketing materials showcasing the riverfront as a place to do business, live, and play.

As the Friends organization matures and begins to deal with the context issues involving other jurisdictions, it may well wish to **expand its mission to a more regional partnership agenda when the time comes**. With the current assumption in most people's minds that planning involves restrictions rather than collaboration, and the sensitivities about regional cooperation, it would be wise to demonstrate the positive qualities of this innovative approach before taking it beyond Chesterfield County.

### **Position Description**

#### **Director, Friends of Chesterfield's Riverfront**

The mission of this newly forming organization is to foster collaborative partnerships among private landowners, civic organizations and government to achieve the vision of the Riverfront Plan for the James and Appomattox Rivers in Chesterfield County. Friends is governed by a nine to fifteen person board of directors. It will be a membership organization open to all who care about the rivers and their environs.

The Director's primary responsibilities involve facilitating and brokering the many voluntary partnerships required to achieve implementation of the Riverfront Plan. Potential partners include multinational industrial landowners, residential developments, private and public recreation facilities, nonprofit environmental organizations, Chambers of Commerce, historical sites, county, state, and federal agencies.

The Director will also be responsible for developing and implementing a membership program, working with volunteer committees to produce a menu of special events and activities intended to foster appreciation for the riverfront and its wise management.

Lastly, the Director will work with the Board of Directors to raise the funds necessary to support Friends' programs and special projects.

### *Capabilities*

- a. A collaborative and facilitative leadership style, ability to bring diverse interests to the table and find common ground for cooperation. Good negotiation skills.
- b. Excellent written and spoken communication skills, with particular emphasis on public relations and media skills.
- c. High personal energy and an entrepreneurial style suitable to the start-up phase of an organization of great promise.
- d. A comfort level working with corporate and industrial leaders, on the one hand, and environmental activists on the other. A style that fits both a corporate boardroom setting and a weekend river cleanup.
- e. Well-organized, capable of setting up the financial and administrative systems required of a well-run nonprofit organization.

### *Education and Experience*

Ideally, the successful candidate will have a graduate degree in business or management, at least eight years of experience in gradually more responsible positions, and experience working with a nonprofit membership organization. Participation in Richmond-area business and civic networks is a plus.

### *Salary and Benefits*

Commensurate with the responsibilities and the candidate's experience.